



## LBJ Smooths a Personality Problem

By RAY CROMLEY

A major problem of the South Viet Nam war has been the inability of State Department, Defense Department and Central Intelligence Agency men to work in close harness.

The big problem has been "personalities."

This was the major reason for removing Roger Hilsman as Assistant Secretary of State for Far Eastern Affairs.

It was the major reason for appointing William P. Bundy to take his place.

Mr. Hilsman on paper had all the qualifications for the job. He is bright. He had guerrilla experience in Southeast Asia in World War II with the Office of Strategic Services, thus had ties with CIA. He had graduated from West Point.

He was President Kennedy's friend. He had had intelligence experience as State Department Director of Intelligence and Research. He was close to Under Secretary of State W. Averell Harriman.

### ABRASIVE

But he didn't pan out. Men in other agencies said his personality was abrasive. He gave officials and military men both the feeling he was "looking down on them."

Some considered him anti-CIA. Despite his intelligence background, his attitudes and opinions were difficult for key Defense Department, CIA and even some State Department intelligence men to work with.

Bill Bundy is a horse of a different color. As Assistant Secretary of Defense for International Security Affairs and before that as Deputy Assistant

Secretary he won the respect and friendship of Pentagon military men and civilians.

In 10 years with CIA, Mr. Bundy rose to Deputy Assistant Director for National Estimates and membership on the Board of National Estimates. He was well liked.

He has close friendships at the State Department. His father was once an Assistant Secretary of State, his father-in-law once Secretary of State.

He has ties with the White House. His father-in-law, Dean Acheson, is one of President Johnson's closest friends. His younger brother, McGeorge Bundy, is top White House Advisor on National Security Affairs.

### CONSIDERATE

More important than his contacts is Bill Bundy's own personality. Co-workers say he is kind, considerate and without rough edges. He's relaxed and doesn't seem to get easily ruffled.

A favorite Bundy way of conferring is to lie flat on his back on a sofa in his office with his lanky legs draped over the arms.

He's six foot four, owlishly-scholarly looking, with a dry sense of humor and a precise mind. He majored in history and law.

Defense associates say he brings to his new job a firm belief in Defense, State and CIA working cheek by jowl, the need for sharply jacking up the South Viet Namese intelligence system, the necessity for helping the South Viet Nam government set goals around which its people can rally and a determined military program.

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